DRAFT/HENHOEFFER
23 July 1975

MEMORANDUM FOR: Lieutenant General Brent Scowcroft, USAF
Deputy Assistant to the President for
National Security Affairs

SUBJECT: The NSCIC Working Group

1.   I think that I owe you, as the incoming Chairman of the NSCIC
Working Group, my thoughts on how the work of this body has developed
in the recent past and how its activities and procedures might best be
handled in the future.

2.   Last March I proposed a tentative work program for the
Group which had three basic elements: briefings, informational
papers, and action projects.

3.   <u>Briefings</u>, on the functioning of the National Intelligence
Officers, aspects of intelligence warning, the Mayaguez affair,
SALT and MBFR, have been designed to provide the type of back-
ground data which would lend support to Working Group efforts.
I believe the Group can continue to benefit from having about one
briefing per meeting. (Attachment A is a draft agenda for the next
meeting which proposes a briefing on the Middle East.)

4.   <u>Informational papers</u>, on such subjects as "Consumer Contact
Points with Production Elements of the Intelligence Community, "
and "The DCI's 'Family' of National Intelligence Guidance Documents, "

have been developed by my staff in response to comments and questions

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raised during our meetings. (Mr. ▮▮▮ has these papers.) My staff

has also been working on a paper dealing with the difficult and long-

standing problem of expressing uncertainty in intelligence estimates.

(I am turning to some knowledgeable people in CIA for assistance on

this problem; meanwhile, I see some value in having it known in the

Community that the subject still engages the interest of the consumers.)

5. We have not, thus far, responded to a request from Admiral

Hilton for a "Handbook on the US Intelligence Community," which

would show the Community structure, with its organizations, com-

mittees, boards, panels, etc., and their membership. Parts of this

subject are already addressed in the "Consumer Contact Points"

paper, while certain organizational aspects, as you can appreciate,

are moving targets these days.

6. Working Group action projects, have so far involved, for

example, the members' comments on this year's draft

DCI Objectives for the Intelligence Community, Perspectives for

Intelligence, and Key Intelligence Questions. I would consider it

appropriate in the future for the Working Group to provide the

Community with consumer evaluations of important intelligence

products, such as selected NIEs, SNIEs, NIAMs, and current

intelligence publications--e.g., the NID or NIB and the DIN.

7. In my view, the action projects are really what the Working

Group is all about. My draft of the Terms of Reference (Attachment B)

proposes a committee structure which would, I think, permit the

Group to proceed with its work in an orderly way. I believe that,

in this context, it is extremely important to maintain the distinction

between the work we in the Intelligence Community can do in support

of the Group's activities and the work which the members of the Group

(and their staffs) should provide themselves. The principle at work

here is, to me, quite simple: the members should represent or

reflect the views of consumers, not the attitudes and preconceptions

of the Community or any of its several parts.

8. I can, of course, provide you as the Working Group Chairman

with informational papers and briefings, and I can continue to

provide an Executive Secretary for the Group, should this prove

necessary. But if there is to be a separate "Consumer Evaluation

and Guidance Panel" (by whatever name), I think it should be composed

of and staffed by users rather than intelligence officers. (And I have

incorporated that concept in the draft Terms of Reference.)

9. Perhaps this matter could be clarified at the next meeting.

And perhaps the discussion of the Terms of Reference should deal

in detail with such questions as the composition of the membership

and the frequency of the meetings of the Working Group subcommittees.

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10. Another issue pertinent to the Terms of Reference is whether the NSCIC Working Group should, as Mr. Morell of the Treasury Department advocates, "make recommendations for improvements in intelligence structure and organization." Based on his reading of the interest of the Rockefeller and Murphy Commissions and the Senate Select Committee in organizational matters, Mr. Morell would have us go beyond the charter provided by NSCID No. 1 (February 1972) which says that NSCIC

> "will give direction and guidance on national
> substantive intelligence needs and provide for a
> continuing evaluation of intelligence products from
> the viewpoint of the intelligence consumer."

11. I think Mr. Morell's proposal would in effect force the Group to engage in unwise and unauthorized activities, and therefore I oppose it. It is one thing for customers to comment to a supermarket chain about the quality of meat and produce, but quite another for them to issue specific guidelines on feeding poultry and fertilizing vegetables. There probably will be discussion of this issue, however, and altogether some 30-40 minutes might be needed to cover this and other issues associated with the Terms of Reference (agenda item c).

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12. Your pressing schedule probably would make it difficult for you to review the files on previous Working Group activities. But you might, in addition to considering the proposed agenda and Terms of Reference, wish to look over the draft minutes of the last meeting (Attachment C) to gain some idea of the "tone" of the discussions.

Samuel V. Wilson
Lieutenant General, USA
Deputy to the DCI for the
Intelligence Community

Attachments:
  Draft agenda for next NSCIC Working Group meeting
  Draft Terms of Reference for NSCIC Working Group
  Draft Minutes of 2 July Working Group meeting